

UNCLASSIFIED

168. 7704-94
06DEC22 - 31MAY1946
RETURN TO AIR FORCE Historical Research Agency Maxwell AFB, AL 36112-6424

UNCLASSIFIED

01187089
01187089

HQ PACIFIC AIR SERVICE COMMAND
UNITED STATES ARMY
Office of the Commanding General
APO 323

31st May 1946

MEMORANDUM:

TO: Brig. General W.D. Old

1. This command in general is in a far from satisfactory condition. Morals and esprit reached a very low point about three months ago, but have been showing some improvement. I believe that improvement will be more rapid after the officers and men now "sweating out" return to the US have departed the theater. Discipline is improving, but is not yet satisfactory. Close attention must be paid to measures that will improve esprit, morale, and discipline. The three are interdependent, and their improvement is essential to the success of this command.

Better living conditions, more tasty food attractively served, better facilities for recreation, especially athletics, will solve part of the problem. Close personal interest in the welfare of men and officers by the various commanders must be stressed and demanded.

The general disregard of rules, orders, and regulations so prevalent in the immediate past, and still with us in some degree, should be corrected by constant pressure and attention. No order should be issued that cannot be enforced. Improved discipline can be secured by requiring strict compliance with orders that have been issued, making certain that everyone to whom they pertain has read or heard and understand them. Violations should then be given adequate but reasonable punishment.

2. All officers and enlisted men in practically all echelons need additional training. At present the job at hand has prevented little more than token training. On-the-job and classroom training should be increased at the earliest possible date. Trained civilian key employees will be a big help in this project.

Included in the "mist" for training are Mess Officers, cooks, and bakers, as well as supply, maintenance, and administrative personnel. Subordinate commanders will have a tendency to neglect the cooks and bakers unless they are needed.

Non-coms should be made to accept responsibility and to exercise authority. Those that cannot or will not should be administratively reduced.

All officers should have more training in military justice, and application of the Articles of War. Close attention should be given to effective reading of and explanation of the Articles of War to the troops.

Special attention should be given to the reception of civilian employees and to the accommodations made available to them. They should be made feel welcome, but they also should be handled firmly when the occasion requires it.

You are familiar with the plans for reception and housing of dependents. This cannot be neglected or slighted because it is for the time being the chief interest of many of our best officers, enlisted men, and civilians. Everyone should be kept fully informed on plans and progress of plans.

3. Superimposed upon the normal mission of this command is the immediate task of determining, declaring, and disposing of surplus property and supplies. Any supply organization that can truthfully answer in the affirmative the following questions is in good shape:

- a. Do you know what you have?
- b. Do you know how many of those items you have?
- c. Do you know where they are located?
- d. Do you know what condition they are in?
- e. Have you anticipated the need for more and gotten them on order?
- f. Have you cleaned out your dead stock?
- g. Are your supplies properly recorded?
- h. Are your supply records up to date?

In general our inventories are in an unsatisfactory condition and must continue to be speedily improved. Surpluses can not be determined until it is known with some degree of accuracy what is on hand. Neither can the Command properly accomplish its supply mission without good inventories.

A frequent failing of supply personnel is to submit a requisition and forget all about it. A good supply organization utilizes a follow-up system, so that requisitions will not be forgotten until the goods have been received and delivered to the consignee.

The Supply Division should keep its branches currently posted on the types and numbers of aircraft and organizations which they are responsible for supplying. The objective of supply is to get what is requested, in the number and condition requested, to the consignee by the time required. There is no other solution.

Care and protection of the property still in Australia and New Guinea is a great drain on the command and contributes nothing whatsoever towards its main mission. Pressure should be kept on FIC to sell it, or to give us disposal instructions. We should not under any circumstances become a willing

party to retail sale by FLC. Wholesale disposition should be our constant objective. Speed in disposal also is of utmost importance. It is costing the US over \$100,000 per month in civilian payroll alone to care for the property at Brisbane and Townsville.

4. Maintenance and supply activities are closely linked, and should not be permitted to drift apart. They require frequent re-introduction. Unless they are required to coordinate closely you will find Supply requisitioning items from the States that can be obtained here by reclamation, or that can be manufactured locally in sufficient quantity to satisfy immediate needs. This is particularly true of Emergency and AGP items.

You already are familiar with the overall Maintenance plan for the theater. HAD will be our Maintenance mainstay, and will be responsible for large volume overhaul of instruments and accessories. In addition to HAD, Manila and Tokyo will be set up for 4th echelon aircraft repair.

Each area command should keep its Supply and Maintenance organizations thoroughly informed as to the number and types of aircraft in the Command area, so that preconceived plans can be laid for rendering service to those aircraft. ATC should be included. No outfit can do a good job without thorough knowledge of its projected work load. AGP and emergency requests should be watched carefully, analyzed, and followed up in the areas. The goal should be to eliminate the necessity for AGP and emergency requests.

5. As yet strict property accountability throughout the Command is practically nil. Organizations and individuals still have in their possession Government property which is not carried on appropriate records. Some work has been done to improve the situation, but much more work is required before it can be said that the command is in good shape from a property accountability standpoint.

Reports of Survey have not yet been properly handled in the past. The office of the Air Inspector now is working on the problem to clean up pending reports of Survey. It may be desirable to appoint a Survey Board at this Headquarters to handle the problem. AFPAC and PACUSA directives on Reports of Survey are in poor condition and require revision or clarification in order that this command may clearly know what its authority is with regard to Reports of Survey.

6. Claims have been poorly handled in the past, but are being cleaned up. Progress should be checked frequently until the backlog is dissipated and claims procedure is established in accordance with regulations.

7. Membership of Courts and Boards should be reviewed frequently for the purpose of insuring that there is equitable distribution of such work among qualified officers, and that the majority of officers serving on a Court or Board are qualified for the duty. Training should be emphasized in order to increase the number of qualified officers, and to spread the burden of this duty.

8. The land upon which PASO Hqrs buildings are situated is owned by Ayala Co., and is leased to the Army through AFWESPAC. The terms of the lease are (1) cancellation of lease six months after formal declaration of termination of hostilities (2) all fixed installations to become the property of lessor upon termination. In my opinion the lease is weak and does not adequately protect the interests of the Government. If it should be decided that PASO Hqrs will not move to Japan, and the present lease is terminated without possibility of renewal, another site might have to be found for Hqrs. The fact that on 4 July, the Philippines becomes a sovereign nation, may also have an effect on the validity of the present lease.

9. The command V.D. rate is not good. There are commands with worse rates, but ours is still too high. All of the factors that are required to improve esprit, morale, and discipline enter into this problem. Improved orientation procedures; improved recreational facilities, especially for athletics; wider and more inclusive participation in group athletics and athletic contests; and closer attention to their men by organization commanders will do a great deal to improve our poor record.

Food conservation should receive continued and increased emphasis. Great emphasis already has been placed upon this problem, but only the surface has been scratched from a corrective standpoint. Wastage of food will be partly corrected when mess officers, cooks, and bakers can be properly trained and put on the job.

Individual messes have to be checked frequently and made to turn in all stocks that are excess to their authorized needs. Hoarding will occur very quickly if vigilance is relaxed even for a short time.

10. As you know this command is working a forty-eight hour week, except in Hawaii. At HAD only certain maintenance activities and necessary supply and base support are working 48 hours. It had been planned to take stock of the situation about 15 June, and then decide how much longer to continue, and then to announce the date of termination to the Command. The date of termination should be based upon the projected date of completion of inventories, warehousing of supplies, and elimination of excessive maintenance backlogs. Of course actual termination should be contingent upon all activities having satisfactorily reached their objective by the projected date. This action should receive approval from Hq PACUSA before any date announcement is made.

11. To the casual reader most of the foregoing may appear to be a pretty black picture. It may also appear that nothing has been done to correct the unsatisfactory conditions that still exist. Such a conclusion would be extremely erroneous because a great deal of work has been done to correct unsatisfactory conditions, and progress can be shown in all phases. The whole task is a tremendous one and an important part of the task has been to smoke out unsatisfactory conditions and get corrective action started. There is little doubt that additional unsatisfactory conditions will be uncovered as time goes on, and the "smoking out" process should continue without respite.

I sincerely regret the necessity for turning over to you a command that I cannot conscientiously state is in good shape. The best that I can say is that its condition is improving, and that it is in better shape than many other commands in the theater. It is a good command; an extremely important one; and with continued effort can be made the best in the Pacific. I know that you will keep it on the upswing.

ORVAL R. COOK
Brig. General, USA
Commanding.

ARMY AIR FORCES
MATERIEL CENTER
OFFICE OF THE COMMANDING GENERAL

WRIGHT FIELD, DAYTON, OHIO

March 27, 1943

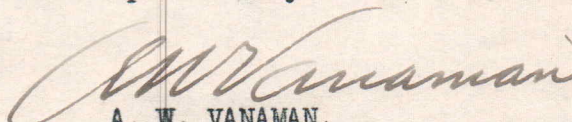
SUBJECT: Commendation

TO: Colonel O. R. Cook, A. C.,
District Supervisor,
Eastern Procurement District,
New York, New York.

1. I wish to take this opportunity to commend you for the superior manner in which you have performed your duties as District Supervisor of the Eastern Procurement District, Army Air Forces, while under my command.

2. The ability and aggressiveness which you have displayed in handling the many problems of your district is most commendable. You have shown unusual loyalty, cooperation and attention to duty.

3. A copy of this letter will be placed in your 201 file.



A. W. VANAMAN,
Brig. General, U. S. A.,
Commanding General,
AAF Materiel Center.

~~SECRET~~

WAR DEPARTMENT
HEADQUARTERS OF THE ARMY AIR FORCES
WASHINGTON

January 15, 1943

MEMORANDUM FOR COLONEL ORVAL R. COOK,
AAF District Supervisor,
Eastern Procurement District,
90 Church Street,
New York, New York.

Subject: Rumors Concerning Aircraft Security
Holdings.

1. Certain rumors have been fomented which tend to undermine morale within the AAF and impair confidence in the high command thereof with regard to procurement.

2. Positive steps are to be taken which, while not calling attention to these rumors, or assuming any defensive attitude, will counteract them.

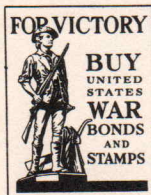
3. In this connection General Arnold desires that you supply confidentially certain information with regard to your past or present holdings, if any, of securities in aircraft or aircraft accessory companies.

4. This request is by no means to be regarded as anything in the nature of an investigation. Information received in reply will be used with the greatest discretion and then only with the direct knowledge and consent of General Arnold.

5. The information desired is as follows:

- a. How long have you been closely associated, in high rank, with the procurement program of the Air Forces?
- b. During the above period what, if any, stocks or bonds of aircraft, aircraft engine, or aircraft accessory companies have you owned?

<u>Name of Company</u>	<u>Type of Security</u>	<u>No. of Shares or Amount of Bonds</u>	<u>Date of Purchase (Approx.)</u>	<u>Date of Sale (Approx.)</u>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____



~~SECRET~~

~~SECRET~~

UNCLASSIFIED

Memorandum for Colonel Orval R. Cook

January 15, 1943

c. What, if any, were your holdings previous to this period?

<u>Name of Company</u>	<u>Type of Security</u>	<u>No. of Shares or Amount of Bonds</u>	<u>Date of Purchase (Approx.)</u>	<u>Date of Sale (Approx.)</u>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

6. Your secret reply on this subject should be directed to me personally.

Geo E. Stratemeyer

GEORGE E. STRATEMEYER,
Major General, U.S.A.,
Chief of the Air Staff.

UNCLASSIFIED

~~SECRET~~

Air AG 323.9 (168)

~~SECRET~~
UNCLASSIFIED

January 18, 1943.

Subject: SECRET MEMO R.C.A.S.H., dated January 15, 1943.

To: Major General George E. Stratemeyer
Chief of the Air Staff
U. S. Army Air Forces
Washington, D. C.

1. The information requested in paragraph 5. of subject memorandum is as follows:

(a) I have been closely associated with the procurement program of the Air Forces since June 24, 1939. I reported at Wright Field on that date as a Captain after graduation from the Command & General Staff School at Ft. Leavenworth. My association with the procurement program of the Air Forces, therefore, covers a period of approximately 3 years and 7 months. During that period I have served as an officer of Field grade, Major to Colonel, inclusive, a total of approximately 2 years 11 months, of which approximately 11 months have been in grade of Colonel.

(b) During the above period no stocks or bonds of aircraft, aircraft engine or aircraft accessory companies have been owned by me.

(c) I have never purchased or owned stocks, bonds or interest of any nature in any aircraft, aircraft engine or aircraft accessory company.

ORVAL R. COOK
Colonel, Air Corps

UNCLASSIFIED
~~SECRET~~

201-Cook, Orval R. (Off)

x 333.1

x 201.22 (3-12-37)

Wrapper Ind.

HQ., U.S.M.A., West Point, N.Y., March 15, 1937. - To Captain Orval R. Cook,
Air Corps.

The Superintendent wishes to express his appreciation in transmitting
this commendatory letter.

By order of the Superintendent:



T. HUGHES,
Lt. Colonel, A.G.D.,
Adjutant.

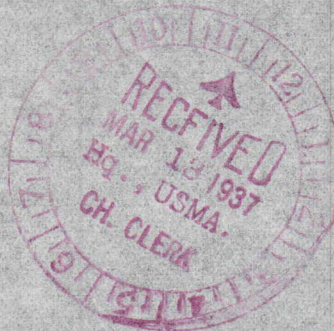
Incl.

AG-Eff-Cook, Orval R.

PGM/h-436

War Department, A.G.O., March 12, 1937.

Official copy furnished Captain Orval R. Cook, Air Corps, United States Military Academy, West Point, New York. The original has been filed with his efficiency record.



W. H. Clapham
Adjutant General.

IG 201.2-Cook, Orval R., Captain,
Air Corps.
x333.1-U.S. Military Academy, West
Point, N.Y. (1937)

March 5, 1937.

Subject: Commendation.

To: The Adjutant General.

1. The following extract from report of inspection of U. S. Military Academy, West Point, N.Y., made November 16-25, 1936, by Colonel C. F. Martin, I.G.D., is furnished you under the provisions of paragraph 22, AR 20-10:

CAPTAIN ORVAL R. COOK, AIR CORPS.

Inspector (Page 10):

"V. COMMAND, ADMINISTRATION, ACTIVITIES, ORGANIZATIONS:

3. Activities, Organizations, Detachments:

The following important activities were found to be functioning on a high level of efficiency under every aspect observed and the officers and enlisted men belonging to them are commended for the standards attained. Most of the organizations or detachments have the dual mission of carrying on their own administration, training or technical work and at the same time participating in the instructional programs or in the administrative services provided for the Corps of Cadets.

1. The Air Corps Detachment - Capt. O. R. Cook, Commanding.

The detachment is functioning efficiently with the equipment and facilities provided for it. Stewart Field at Newburgh, N.Y., containing approximately 240 acres, has been acquired by donation from the City of Newburgh, and its grading into an all-direction landing field is now in process with P.W.A. funds obtained through the State of New York."

For The Inspector General:

5 Received A. G. O. MAR 9 1937

H. H. PRITCHETT,
Colonel, I.G.D.,
Chief, Inspections Division.

MIDDLETOWN AIR DEPOT
OFFICE OF THE DEPOT SUPPLY OFFICER
AIR CORPS, U. S. ARMY

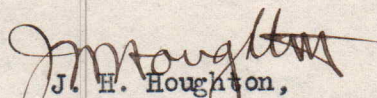
June 18, 1931.

SUBJECT: Commendation.

TO: Lieutenant Orval R. Cook,
Wright Field, Dayton, Ohio.
(Thru: Commanding Officer, Wright Field,
Dayton, Ohio.)

1. This depot is in receipt of a commendation for the function it performed during the Maneuvers of the First Air Division, in which it is stated that the efficient operation of the transport planes contributed materially in making the Maneuvers a success.

2. It is felt that the services rendered by you in your capacity as one of the transport pilots, temporarily assigned to this station, was of exceptional merit and worthy of special commendation; being ready at all times to go on trips, regardless of time of day or weather conditions, without question, and with a spirit of genuine cooperation and willingness.

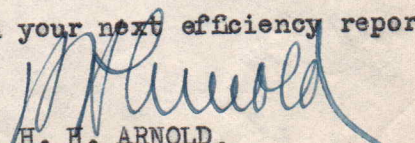

J. H. Houghton,
Major, Air Corps,
Commanding.

1st Ind.

War Dept., Air Corps Materiel Division, Wright Field, Dayton, Ohio. June 20, 1931 - To: First Lieutenant Orval R. Cook, Air Corps, Wright Field, Dayton, Ohio.

1. This sort of recognition of your services brings credit to the whole command and both the Chief of the Materiel Division and I take pleasure in congratulating you on receiving this well merited commendation.

2. A copy of this letter will be filed with your next efficiency report.


H. H. ARNOLD,
Lt. Col., A. C.,
Acting Chief of Division.

WAR DEPARTMENT
AIR SERVICE
WASHINGTON, D. C.

December 6, 1922.

PERSONNEL ORDERS)
NO. 248.)

2. Pursuant to Section 2, General Order No. 46, War Dept., 1922, as published in Executive Order of October 30, 1922, amending Executive Order of July 1, 1922, as published in General Order No. 30, War Dept., 1922, the detail to duty involving flying, effective November 10, 1922, of the following named officers, commissioned in, or detailed to the Air Service, who are fit for duty involving flying, and who were on duty requiring regular and frequent participation in aerial flights on Sept. 20, 1922, and have been on such duty since that date, is hereby confirmed, an emergency having existed that prevented the issuance of this order on that date, All orders issued in conflict with above are hereby revoked.

The detail to duty involving flying constitutes participation in one or more of the following: - Routine test flights and test flights of new or overhauled aircraft or their power plants, instruments, equipment or accessories; prescribed training of student airplane pilots, student observers or members of aircraft crews; inspection of the adequacy of flight training material; the efficiency of instructing personnel; familiarizing pilots or other flying personnel with the operation of types of aircraft, power plants, instruments or equipment with which they are inexperienced; experimental development of aircraft or parts of aircraft or for experimental development of aviation instruments, equipment, or accessories; training for aircraft gunnery and bombing exercises; administrative or inspection purposes in connection with air work or for expediting the movements of personnel, material or mail; training of reserve flying personnel; flights duly authorized for the purpose of cooperation with other Governmental Departments; ferrying aircraft; aerial scouting, reconnaissance, convoy, patrol flights or training for the performance of any of these duties; aerial photography, mapping, pigeon training; tactical maneuvers; and for the study and observation of the physical and psychological condition of flying personnel:

X	X	X
Second Lieutenant Orval R. Cook, Air Service.		
X	X	X

By order of the Chief of Air Service.

OFFICIAL:
L. H. DRENNAN,
Chief, Personnel Division.

W. H. FRANK,
Executive.

A TRUE COPY:

FORM OF DAILY SERVICE TO BE USED IN ALL GOVERNMENT
DEPARTMENTS

(for all denominations)

1.

PRAYER.

Let us pray -

O Lord, grant that this day we come to no decisions,
Neither run into any kind of responsibility,
But that all our doings may be so ordered as to establish
New and quite unwarranted departments, for ever and ever.

Amen.

2.

HYMN.

O Thou, who seest all things below,
Grant that thy servants may go slow,
That they may study to comply
With regulations till they die.

Teach us Lord to reverence
Committees more than common-sense;
Impress our minds to make no plan
But pass the baby when we can.

And when the Tempter seeks to give
Us feelings of initiative,
Or when alone we go too far,
Chastise us with a circular.

'Mid war and tumult, fire and storms,
Strengthen us, we pray, with forms;
Thus will thy servants ever be
A flock of perfect sheep for Thee.

Amen.

Points which should be observed by
an instructor.

1. Have subject well prepared.
2. Speak clearly and distinctly - a little too slowly better than too fast.
3. Use simplest words and grammar possible.
4. Keep hands out of pockets
5. Stand naturally and on both feet. If necessary to hold to something hold book, eraser, or some other unobtrusive object in hand.
6. Be natural. Avoid mannerisms which are affected.
7. Use correct pronunciation.
8. Be honest. If an instructor is not certain of the correctness of an answer to a student's question, he should so state, and then announce that he will determine the correct answer at the earliest practicable time. Bluffing eventually destroys whatever respect a student may have for an instructor.

"Roo" not generally observed by C.O.'s.

1. Treat officers and N.C.O.'s as mature men.
2. Punish or admonish the specific offender in infractions of rules, regulations, or ordinary common sense.
3. Bachelors have equal rights and privileges as have married men. Their quarters and messes are just as private as are those of the married men.
4. Watch the staff officer who is obsequious and ingratiating, however subtle the manifestations may be. He may be a source of extreme dissatisfaction to all the remaining officers of the command, no matter how pleasing he may be to the C.O.

5. When present at a gathering where a speech is expected, make the speech but make it short, and see that others present observe the same rule.

6. An officers' club, or other similar organization, should be operated for the convenience and recreation of the entire membership. No clique should be permitted to govern its affairs, and no one sport or activity should receive support disproportionate ~~with~~ to the number of members engaging in such sport or activity, except when such action is approved by the entire membership.